

**Story and photos  
by Warren Roseborough**

NSA Mid-South won in two categories. The MWR team made up of Robert Allen, Randy Brown, Jim Holmes, Richard Stevens and Gerald Stiles won the Group Award for Service and Product Improvement, beating out five other group nominees. The Out-



Pictured, from left to right, are the NSA Mid-South MWR Department winners of the Group Award for Service or Product Improvement: Gerald Stiles, Robert Allen, Jim Holmes, Randy Brown and Richard Stevens.

The keynote speaker for the awards luncheon was Mark H. Luttrell, Jr., Shelby County sheriff. Topics he addressed included the fact that most everyone present was a "public servant," and that no one who qualified for that title should ever lose sight of their responsibilities. "Servant," he said, "means professionalism, common courtesy, reaching out and helping others that are less fortunate than us."



**John Curry, CNRC, received the FEA award for Outstanding Program/Project Manager.**



George Vogel, NAVMAC, is all smiles after receiving the plaque for Outstanding Managerial/Executive.



The Outstanding Secretarial Award was presented to Regina Lawson from the NSA Mid-South Chapel. Lawson was not at the FEA luncheon to receive her award, so it was presented to her at her job.

**CONGRATULATIONS  
GRADUATES!!!**

Would you like to learn more about the exceptional educational and leadership opportunities that the U.S. Naval Academy (USNA) and Naval ROTC Programs offer to young men and women? Top administration officials of the USNA, Annapolis, Md. will present an admissions information forum for interested middle and high school students on Sunday, May 15 at St. Benedict's at Auburndale School, 8250 Varnavas Drive in Cordova from 1-3 p.m. This event is open to all interested students and their families. For more information about the program, contact the Office of Admissions at USNA at 410-293-1836, or Schuhlein, the Memphis-area Blue and Gold coordinator, at [pschuhlein@yahoo.com](mailto:pschuhlein@yahoo.com), or go to the USNA admissions Web site at [www.usna.edu](http://www.usna.edu).

***YOUR Navy Lodge is celebrating 35  
years of service!***

You are cordially  
invited to the  
**Navy  
Lodge  
35th  
Anniversary  
Celebration**  
to be held at the  
Navy Lodge on  
Thursday, May 26  
from 11:30 a.m. to 1 p.m.

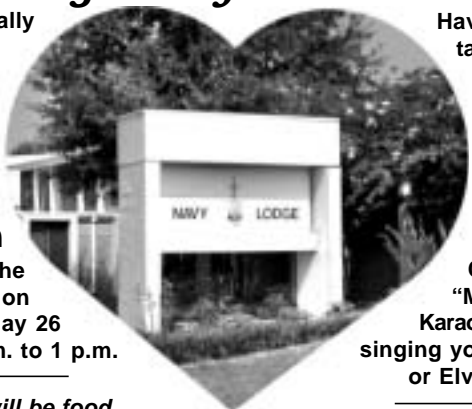
***There will be food,  
refreshments and plenty of  
entertainment!***

***Have your picture  
taken with Elvis!***

***Proceeds will  
be donated to  
the Navy-  
Marine Corps  
Relief Society***

***Compete in the  
"Millington Idol"  
Karaoke Contest by  
singing your favorite '70s  
or Elvis song***

***Spend a night at NSA Mid-South Navy  
Lodge on Monday, May 30 and receive  
a special room rate***





## NPC officer receives Admiral Boorda Award

By JO1 Teresa J. Frith  
Navy Personnel Command  
Communications Office

When it comes to getting ideas moved from scribbled notes on paper to an actual policy implementation, Cmdr. Shri J. Stroud, Distribution Management Allocation, Resources and Procedures (PERS-45), has shown she has what it takes. Stroud is this year's awardee of the Adm. J.M. Boorda Award for Outstanding Integration of Analysis and Policymaking. Stroud is an 1100-series fleet support officer who worked as a senior research analyst during the timeframe prior to receiving the award.

The award, presented during the fifth annual Navy Workforce Research and Analysis Conference in Arlington, Va. on April 18, is given to recognize those who have made a significant contribution to the advancement of manpower, analysis, research and policy education. It is named for Adm. Jeremy M. Boorda, the Navy's 25<sup>th</sup> chief of naval operations.

"I want to thank leadership and the entire chain of command, as well as all those working in research areas, for giving me a voice and recognizing

the value of research analysis," said Stroud. "Without their support in getting these ideas implemented, when an analyst has an idea, it would remain just a good idea on paper and never become reality."

Stroud received the award for several projects she worked on, including:

- Designing a Manpower Effectiveness metric (Meff) to gauge how well the Navy matches manpower requirements with Sailors of the proper skills and experience
- Enabling the start of a permanent change of station (PCS) "checkbook"-based database that will be used to better show how funds are available and being used for PCS moves, and
- A study of sea/shore rotation trends to see how they affect PCS moves.

The first two of the above items are already being used to help make the Navy's manpower and personnel system run more efficiently. The Meff metric has been accepted as the key measure upon which the Chief of Naval Personnel and senior leadership evaluate overall success, and is part of the Human Capital Strategy policy that puts the right person in the right job at the right time.



Karin B. Duggan photo

Cmdr. Shri Stroud (center) is presented with this year's Adm. J. M. Boorda Award. Boorda's son, Robert (left) and Chief of Naval Personnel Vice Adm. G. L. Hoewing were at the ceremony to congratulate Stroud on her accomplishment.

The "checkbook"-based database was part of a study of PCS historical distribution trends. "It is a simple concept which will help the Navy better predict requirements and stay within

our budgets," said Stroud. "Like a checkbook, you put the amount of available funds into a database and subtract them as they are used for funding PCS moves. This way, every-

one knows exactly how the funds are being distributed and can better decide how to efficiently use them."

This is the third time the Adm. Boorda Award has been presented.

## FFSC opening new career opportunities for military spouses

**From the Fleet and Family  
Support Center**

When Seayon Wilson moved to NSA Mid-South from Lincolnshire, Ill., with her Sailor husband, she was confident her skills and experience as a customer service representative would enable her to quickly find a new job. The reality for her was far different, however, as the market in the area was flooded with that profession and the pay was much less than in Illinois.

Unsure if and when she would find work, she came to the Fleet and Family Support Center (FFSC) and saw a brochure about a new program specifically for spouses. Thinking it was probably too good to be true, she called the number and was told that if she qualified, she could go to school for a year to learn a new skill and the program would pay for it all. The rest, as

they say, is history.

The program Seayon called about is the WorkForce Essentials Spouse Employment Program. In 2002, an ongoing partnership between WorkForce Essentials, Inc., the U.S. Department of Labor (DoL), and the U.S. Army was solidified by the need to assist spouses of service members who were unemployed and had moved to NSA Mid-South or Fort Campbell, Ky., in the past 12 months or so. Funded by a \$3.8 million DoL grant, this project provides employment services and/or short-duration training for unemployed or "under-employed" spouses of active duty service members. A spouse could be considered "under-employed" if he or she is working full or part-time at a low-skilled, low-wage job.

Spouses in the program utilize two different opportunity tracks. One is specifically geared towards spouses with a marketable skill,

and one is customized for spouses without a marketable skill. If a spouse has a marketable skill (already credentialed or licensed), has worked in a field for some time, or wants to continue working in a particular field, the program assists them in two ways. First, it provides labor market information, job search assistance, and résumé and interviewing skills workshops.

Dental assistant Debbie Cord, a spouse program member, praised the assistance she received and said, "They helped me create an excellent résumé, and I learned how to sell myself to a potential employer. I was amazed at the number of calls I received after the first week."

Secondly, the program assists monetarily by providing childcare costs and transportation funds on a limited basis to assist in the transition back into the workforce. Additionally, the program pays to

have essential licenses transferred to Tennessee and Kentucky in order to make the spouse marketable in the area.

The second track is for spouses without marketable skills. A career counselor will assist the spouse in determining what their occupational interests are by using a variety of assessments and computer programs. The spouse will then attend short-duration training at a local technical/vocational college, university (if within one year of completing a degree), or trade school. It's important to note that all training must result in a credential, and the occupational field has to be in demand as determined by the Tennessee DoL. The one-year time limit may seem somewhat constraining, but much can be accomplished in a year. Spouses have attended training to become licensed practical nurses, paralegals, X-ray technicians and bookkeepers, just to name a few.

While in school, the spouses do not have to worry about childcare expenses or transportation costs to and from training, since the program pays all or part of childcare expenses and assists with gas money the entire time the spouse is in training. Spouse program member and recent pharmacy technician program graduate Stacey Lage puts it rather poignantly: "They covered my schooling, my daycare, my books, just about anything you could possibly think of to help me complete my education."

When a family moves across the country or the world, WorkForce Essentials career counselors understand just how difficult and stressful that transition can be. "There are a lot of external stressors," explains career counselor Verna Louie. "We want to remove as many as possible to help ensure their success."

Seayon is attending a human services program at Southwest

Tennessee Community College and will complete her degree in a year. She expressed her feelings about the program: "WorkForce Essentials has been wonderful at making a commitment to me and other military spouses." Mark McCarty, a computer hardware technician and recent program participant, agreed. "I think it is imperative that any spouse coming to this base talk to WorkForce Essentials. They'll put you on a good career path." The counselors could not agree more.

The success of WorkForce Essentials' Regional Military Spouse Project has not gone unnoticed. Last July, the DoL funded the program with an additional \$2.85 million through the summer of 2006. With over 260 spouses having taken part in the program to date, and more than 100 still attending training or school, the program is poised to be of assistance to many more military spouses. In the past year alone, over 90 spouses have found employment, generally earning wages well above the average for this area. A large part of this success is due to the partnership that WorkForce Essentials Inc. enjoys with the the NSA Mid-South command, and FFS's programs such as Transition and Employment Assistance Management. "We work in conjunction with these phenomenal Navy programs and that benefits all members of the Millington community," remarked Ted Faulkner, senior career counselor for the program.

Any way you look at it, the program that seemed 'too good to be true' is a great success and continues to serve the families of those most deserving every day. If you find yourself on board NASA Mid-South with a need for employment, make sure you call WorkForce Essentials at 1-800-474-3042 or stop by the FFSC and find out more about the program. The counselors will keep an eye out for you.

## ***Tennessee Marine Family to hold package drive for deployed troops***

Tennessee Marine Family (TMF) will hold a package drive on Saturday, May 21 at noon for members of the armed forces from Tennessee and other states serving overseas. The drive will take place at Ecclesia (formerly known as CrossRoads Community Church), 230 Franklin Road, building 8, Franklin, Tenn. Anyone interested in making tax-deductible donations for supplies, packaging materials and postage can send them to:

Tennessee Marine Family  
P.O. Box 680786  
Franklin, TN 37068-0786

Three previous package drives have resulted in over 5,000 pounds of items being sent to over 500 men and women serving our country all over the world.

TMF, a non-profit organization, began as an online support group for family members and loved-ones of Marines

from Tennessee. Donna Clemons, president and founding member of TMI said, "When my son was in Iraq for his first tour in 2003, I started a Yahoo group and became acquainted with other families of Tennessee Marines. We now have members all across the country!" Go to [TnMarineFamily@yahoogroups.com](mailto:TnMarineFamily@yahoogroups.com) or call Donna at 615 361-0693 for membership information.

Below is a list of items needed:

Snacks	Playing cards
Ramen noodles	Paperback books
Instant macaroni	(gently used)
Beef jerky	Current best-
Salami/sausage sticks	sellers, mysteries
Wheat crackers	(no thrillers or
Sunflower seeds	romance novels)
Nuts, trail mix	Current, new
Tuna, chicken (in pouch)	magazines
Gatorade (powdered)	CDs, DVDs
Drink mixes (with sugar)	crossword
Individual tea and	puzzle books
coffee bags	AA batteries
Seasonings, hot sauce,	Small hand-held
barbecue sauce	names

**We WANT**  
**Unemployed Military Spouses!**

**If you are an  
*unemployed or  
under-employed*  
spouse  
of an active duty  
service member  
and have moved to this area in  
the past 12 months,  
you are eligible for:**

**FREE  
Job search  
assistance,  
career counseling  
and job training\***



 **WorkForce  
Essentials Inc.**

**SPOUSE EMPLOYMENT PROGRAM**

**BOOST your family's income!**  
**To find out if you qualify, call us today or stop by  
and see us at the MWR EXPO 2005 May 24th!**

\*Must meet federal program guidelines for career services and intensive training. This program is provided under an agreement with the Department of Labor and the Military Development Council/area Command is an equal opportunity employer/program. Auxiliary aids to ensure access are available upon request to individuals with disabilities. TTY: 800-456-2299

**1- 800- 474- 3042**

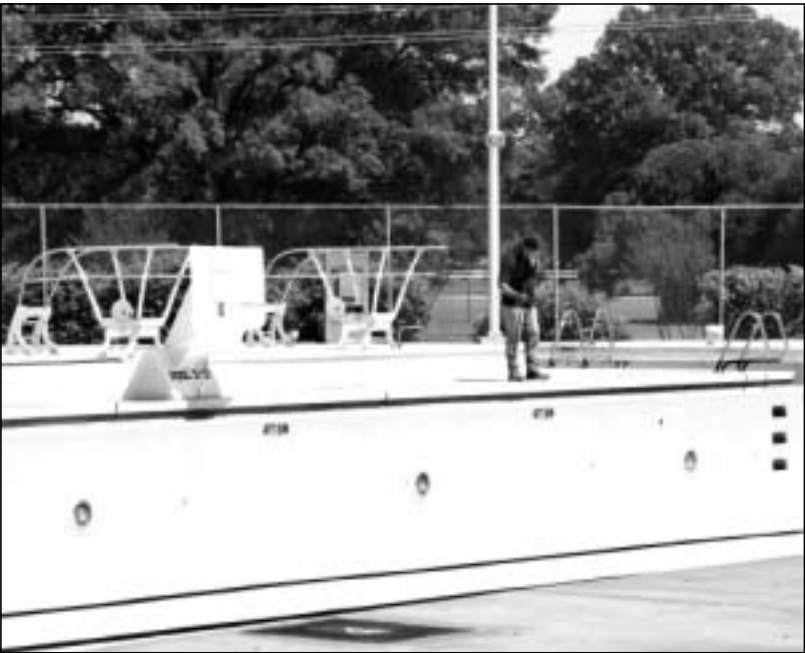


# Starting Memorial Day weekend: calling all hands for a cool dip in the pool

Story and photos by Wayne Smith

The MWR Department staff is preparing the All Hands Pool for the season opening on Memorial Day weekend. Crews were seen last week cleaning the pool (right) and checking to be sure everything was ready to help cool off guests this summer.

Suds (below) could be seen bubbling out of the drains just outside the fence around the pool following the wash phase of preparations.



## Mitchell is top team player at USACE

Elizabeth Mitchell (left) receives the U. S. Army Corps of Engineers Finance Center Team Player of the Quarter Award from Thomas Brockman, USACE Finance Center director. Mitchell is responsible for processing

all cash deposits for the Finance Center. She is highly regarded by her peers for her abilities in interacting with and supporting internal and external customers.

## Retiring National Guard and Reserve members may waive waiting time for dental benefits

Some National Guard and Reserve members can now skip the 12-month waiting period for full family dental benefits when they retire, as long as they enroll in the TRICARE Retiree Dental Plan (TRDP) within 120 days of their retirement date. Effective as of Feb. 1, 2005, the 12-month waiver offer is retroactive to Feb. 1, 2004.

A National Guard or Reserve member who retired on Feb. 1, 2004 and enrolled in TRDP within 120 days of their retirement date, for example, may provide a copy of their retirement orders showing that their TRDP enrollment was put into effect within the first 120 days of their retirement effective date. Once the documentation has been submitted, they may submit claims for any additional covered dental services provided to eligible family members during the waived period.

Additional TRDP benefits available for both adults and children during the 12-month period covered by the waiver include cast crowns, cast restorations, bridges, dentures and orthodontics. Diagnostic and preventive services, basic restorative services, periodontics, endodontics, oral surgery, dental emergencies and a separate

dental accident benefit were already available to newly retired National Guard and Reserve members without a waiting period.

Retroactive waiver requests require a copy of the beneficiary's retirement orders be sent to Delta Dental of California, Federal Services, P.O. Box 537007, Sacramento, Calif. 95853-7007.

Gray-area retired Reservists who are entitled to retiree pay but will not receive it until age 60 are also eligible to receive full dental benefits early. They must submit the waiver within 120 days of their retirement effective date, not the date that they turn 60.

For more information and customer assistance, please visit the TRDP Web site at [www.trdp.org](http://www.trdp.org) or call, toll-free, 1-888-838-8737.

## Happenings

### Today

**Ministry Luncheon**, 11:30, Fellowship Hall, Chapel Center

### May 13

**Concert on the Green:** "Blues Busters Revue," 6 p.m., Glen Eagle Golf course

### May 13

**Festa Italia:** CDC, Helmsman Complex, ITT, Joe Dugger Fitness, Glen Eagle Golf Course

### May 19

**Lunch and Learn:** "Advance Directives," 11:30 a.m., FFSC, bldg. S-456, 3rd floor

### May 20

**Navy College commencement:** Mid-South Conference Center Blue Theatre, reception in Crystal Room

### May 24

**MWR Expo and Career Decision Fair:** 10 a.m.-1 p.m., Helmsman Complex

### May 26

**Navy Lodge 35th Anniversary Celebration:** Navy Lodge, 11:30 a.m.-1 p.m.

**Monday, May 30 is the Memorial Day federal holiday.**

## Information (cont. from p. 1)

cialist for NETWARCOM. "This will ultimately help secure the global DoD grid. Since DoD networks ride on the same commercial infrastructure as everything else, the Navy must protect its network. Practicing IA will help keep classified or sensitive material secure, and provide an additional layer of defense for our networks and help ensure availability for only authorized users."

One tool to protect the network is the Common Access Card (CAC). This card contains an encryption code which can scramble information a user does not want anyone else to have access to. Another tool is personal security, which is the protection of computer passwords from unauthorized exposure. Strong passwords are a good defense, Knight explained, especially those that aren't based on words found in the dictionary. He offered an example of a poor password choice: "wish-bone."

"Simply being flippant with a password can be detrimental," explained Knight. "A person with minimal IT knowledge could use your account to their advantage."

"This training is important because every user is charged with doing their part for IA," Knight continued. "It is people that serve as the first line of defense in the Navy's Computer Network Defense in Depth strategy."

To begin the course, log on to <https://www.nko.navy.mil> and launch "Navy E-learning." Select "browse categories" and then "U.S. Depart-

ment of the Navy." Personnel must then select "Information Assurance."

Those who finish the course should print a hard copy of the certificate found under "My Transcripts" and provide a copy to their command IA manager.

"Any threat, intentional or unintentional, to the DoD is not acceptable," said Knight. "Anybody who fails to complete this task potentially leaves everyone else open to vulnerability. This is why it is important to have this training. It is a privilege to wear a uniform or serve as a DoD civilian. At the end of the day, our job is to defend this nation, and our people are the first line of defense."

The course is to be completed by new personnel as a condition of being granted an account, and must be renewed annually. It's required, but it doesn't take long to complete. In fact, those that took it found it easy to use.

"I'm not a computer techie and I understood everything," recalled Chief Boatswain's Mate (DSW/SW) Wesley J. Mason of the Maritime Force Protection Command at Naval Amphibious Base Little Creek, who took the course in advance of the deadline. "I learned about some of the programs that computers have installed already on them can be bad -- that can send out information you do not want jeopardized. There were certain points brought up that I did not know and were very well worth my time."

# 5 DAY BIBLE CLUB



## JULY 11 - 15, 2005 FROM 3 - 4 P.M.

# NSA YOUTH CENTER

Missionary Story    Bible Story    Memory Verse  
**FREE** for anyone K - 5th Grade. Your child **does not** have to be a member of the Youth Center to attend.  
Registration is required.  
Please sign up at the Youth Center.  
For more information call The Chapel Center at 874-5341

This is a free nondenominational Christian program sponsored by the NSA Chapel Center in partnership with Child Evangelism Fellowship. This is not an MWR event.  
All children attending must have a permission slip signed by a parent or legal guardian (available at the Youth Center).

Legal Disclaimer: The Navy, NSA and the NSA Chapel Center are not official part of the federal government officially endorse the Child Evangelism Fellowship or any programs, services, or their products or services.

# Promotions and awards



Navy Personnel Command was host to a historic event May 2 as **Chief Warrant Officer (CW0) 5 Tommy Owens** (right), Business Operations Department, PERS-3, was promoted to his current rank by Capt. Mike Arnold, assistant commander, NPC. Owens, a 30-year Navy veteran, is among a select group of CW04s Navy-wide chosen for this honor. Others present for the promotion ceremony included Penny, his wife of 29 years, NSA Mid-South Command Chaplain Cmdr. Robert Beede, and Owens' PERS 3 co-workers. Owens is a native of Fort Worth, Texas, and is assigned to PERS-313 as a selection board system operator.

Four Sailors recently completed their Petty Officer Indoctrination training, the final requirement before their being frocked to the rank of petty officer third class. Pictured, left to right, are PN1 Robert Straker (instructor), Navy Personnel Command (NPC); NSA Mid-South Command Master Chief (Surface Warfare/Aviation Warfare) Timothy R. Schendel; **MAASN Jeffrey Johnson**, NSA Mid-South, **PNSN Dwayne Lynch**, Personnel Support Detachment Memphis (PSD); **DKSN(SW/AW) Tremaine Williams**, PSD; **DKSN Brandon McIntosh**, PSD; YN1 Gerrilynn Townsend (instructor), NPC, and CS1 (SW/AW) James Dykes (instructor), NSA Mid-South.



Jesse Wynn photo

The Mid-South Chief Petty Officers' Association has chosen its Sailors of the Quarter, first quarter of 2005. They are:

**Bluejacket of the Quarter  
HM3(FMF) Valerie A. Smith**

HM3(FMF) Valerie A. Smith was chosen Bluejacket of the Quarter for her professional achievement in the performance of her duties while serving as a preventive medicine technician, Ancillary Service, Navy Branch Health Clinic. Smith was deployed to Al Anbar Province, Iraq in support of Operation Iraqi Freedom. With recognized proficiency in preventive medicine, she assisted in the treatment of more than 22,500 sets of desert utilities with arthropod repellent under extreme desert conditions, working 128 hours in 16 days. In addition, she provided more than 70 hours of food safety sanitation training to 171 contract food service personnel.

**Junior Sailor of the Quarter  
JO2 Amie E. Hunt**

JO2 Amie E. Hunt, Junior Sailor of the Quarter, was recognized for her performance while serving as the editor and staff photographer of *Shift Colors* retiree magazine, Navy Personnel Command. She was entrusted with the responsibility of coordinat-



Warren Roseborough photo

From left: HM3 Valerie A. Smith, HM1 Gary A. Rau, and JO2 Amie E. Hunt

ing all events with the Retired Affairs Office, the Veterans Administration, Defense Finance and Accounting Service, the Armed Forces Retirement Homes, and retirees worldwide.

**Senior Sailor of the Quarter  
HM1 Gary A. Rau**

HM1 Gary A. Rau was picked as Senior Sailor of the Quarter for his achievements while serving as Customer Service Center (CSC) subject matter expert, phone agent and se-

lection board package processing petty officer at Navy Personnel Command on board NSA Mid-South. Demonstrating outstanding leadership and managerial skills, he oversaw the processing of more than 13,000 selection board packages and personally processed over 2,000 packages. He contributed to the CSC team's prompt responses to approximately 41,747 queries in support of fleet Sailors, retirees, Reservists and their family members.

## Comptroller General answers Senate questions on NSPS

On March 15, 2005, Comptroller General of the United States David M. Walker testified before the Subcommittee on Oversight of Government Management, the Federal Workforce, and the District of Columbia Committee on Homeland Security and Governmental Affairs, United States Senate, at a hearing entitled "Critical Mission: Ensuring the Success of the National Security Personnel System (NSPS)."

The following is Walker's response to requests from the subcommittee to provide answers to their questions about the hearing.

**Q: What recommendations or suggestions do you have for the Department of Defense (DoD) and the Office of Personnel Management in order for them to earn employee acceptance of NSPS?**

A: The active involvement of employees and employee representatives will be critical to the success of DoD's National Security Personnel System. We have reported that the involvement of employees and their representatives both directly and indirectly is crucial to the success of new initiatives, including implementing a pay-for-performance system. High-performing organizations have found that actively involving employees and stakeholders, such as unions or other employee associations, when devel-

oping results-oriented performance management systems helps improve employees' confidence and belief in the fairness of the system, and increases their understanding and ownership of organizational goals and objectives. This involvement must be early, active, and continuing if DoD employees are to gain a sense of understanding and ownership of the changes that are being made through NSPS. Further, we believe that this involvement needs to be meaningful, not just pro forma. Implementing large-scale change management initiatives such as DoD's NSPS are not simple endeavors and require the direct involvement and concentrated efforts of both leadership, including top political leadership, and employees to realize intended synergies and to accomplish new organizational goals. People are at the center of any serious change in management initiative. People define the organization's culture, drive its performance, and embody its knowledge base. Experience shows that failure to adequately address — and often even consider — a wide variety of people and cultural issues is at the heart of unsuccessful transformations. Recognizing the "people" element in these two initiatives and implementing strategies to help individuals maximize their full potential in the new organization, while simultaneously managing the risk of reduced productivity and effectiveness that often occurs as a result of the changes, is the key to a successful transformation.

We have found that because people are the drivers of any transformation, it is vital to monitor their attitudes. Especially at the outset of the transformation, obtaining employees' attitudes through pulse surveys, focus groups, or confidential hotlines can

serve as a quick check of how employees are feeling about the large-scale changes that are occurring. While monitoring employee attitudes provides good information, it is most important for employees to see that top leadership not only listens to their concerns, but also takes action and makes appropriate adjustments to the transformation in a visible way. By not taking appropriate follow-up action, negative attitudes may translate into actions, such as employee departures, among other things, that could have a detrimental effect on the transformation.

According to the Office of Personnel Management (OPM), alternative personnel systems require employee buy-in to be effective. Thus, DoD employees and their representatives should be involved from the beginning, and without early consultation with DoD employees and their representatives, NSPS buy-in probably will not occur.

**Q: The Government Accountability Office (GAO) has often reported on the importance of employee buy-in for any reorganization to be successful. Based on testimony, employees are not supportive of the new National Security Personnel System. In your opinion, can either of these systems be successful given the lack of employee support?**


Active and ongoing engagement and communication is critical for the successful development and implementation of DoD's human resources management system. DoD's efforts to date to involve labor unions have not been without controversy. In fact, 10 federal labor unions also have filed suit alleging that DoD failed to abide by the statutory requirements to include employee representatives in the development of DoD's new labor relations system authorized as part of

NSPS.

By including employees and their representatives in the planning process, organizations can increase their acceptance of organizational goals as well as improve motivation and morale. For NSPS to be a successful transformation, it must involve DoD employees and their representatives from the beginning of the process to gain their ownership for the changes that are occurring within the department.

Employee involvement strengthens the transformation process by including frontline perspective and experiences. Further employee involvement helps to create the opportunity to establish new networks and break down existing organizational silos, increase employees' understanding and acceptance of organizational goals and objectives, gain ownership for new policies and procedures, and reduce related implementation risks.

We have found that organizations undergoing a transformation should establish a communications strategy that creates shared expectations and seeks to genuinely involve stakeholders in the process. As we have noted in our prior testimonies on DoD's human resources management system, the department will face multiple implementation challenges that include establishing overall communications strategies and involving employees in implementing the new systems. We believe that one of the most relevant implementation steps is for DoD to enhance two-way communication between employees, employee representatives, and management, including enhancing communication between top political appointees and labor leaders. Once employee feedback is received, it is important to acknowledge, consider, and use it to make any appropriate changes to the implementation of the transformation.



American Society of Military Comptrollers

Tri-State Chapter  
NSA Mid-South  
Nashington, TN

### Election to be held for American Society of Military Comptrollers Tri-State Chapter

The deadline for nominations for the 2005-2006 Executive Committee for the American Society of Military Comptrollers (ASMC), Tri-State Chapter, will be tomorrow. The election will be held on Wednesday, May 18. Newly-elected officers will be installed in June and will take office July 1.

If you would like to nominate yourself or others, please contact Martha Coley 874-8679, [Martha.e.coley@fc02.usace.army.mil](mailto:Martha.e.coley@fc02.usace.army.mil) for a nomination form.

Positions on the executive board are:

President
1 <sup>st</sup> Vice President – Scholarships and Awards
2 <sup>nd</sup> Vice President – Membership Programs
3 <sup>rd</sup> Vice President – Newsletter, Publicity and Fundraising
Secretary
Assistant Secretary/Chapter Historian
Treasurer
Assistant Treasurer

For more information about the ASMC, please logon the Web site at [www.asmonline.org](http://www.asmonline.org).